

ACSC AY 15 Fall Elective Course Syllabus (ELA)

Adaptive Conflict Management: Negotiation and Mediation Theory and Application

Instructor: Dr Stefan Eisen Jr.

Description and Themes: This highly inter-active course develops a critical understanding of and ability to apply a set of essential conflict management tools. This course develops not only your negotiation and mediation skills, but also improves your ability to critically think about the processes that individuals, groups and even nation-states go through to successfully resolve conflict. Consideration is given to cross-cultural factors, negotiating styles and strategies, and assessment of the involved parties' negotiating environment (positions vs. interests, etc.). Topics include logic analysis, group problem solving, interpersonal conflict management, and methods of persuasion. This course is built around faculty and guest presentations, mini-lectures, research, application and assessment exercises, and seminar discussion.

Course Objective: At the elective's end, students will be able to take the models presented and apply them to novel situations. They will be able to synthesize the following concepts as they consider the development of their adaptive negotiating or mediation strategies. These concepts are:

1. Conflict's pervasive nature and the need for adaptive conflict management skills,
2. The complexity of a squadron commander and staff environment leader's problem-solving environment,
3. The utility of the Trust, Information, Power and Options (TIPO) model in assessing the conflict's context and environment ,and guiding the selection of an adaptive negotiating strategy,
4. Negotiating Preferences and Styles Chart's (NPSC) utility in analyzing negotiation strategies that one may use and have used on them,
5. The leverage gained by applying effective analytical (critical thinking) and interpersonal skills (active listening) to the negotiations process,
6. How mediation augments the problem-solving tool kit for leaders,
7. Planning and execution considerations for the cross-cultural negotiating environment.

Desired Learning Outcomes (DLO):

1. Assess and apply adaptive conflict management and frameworks in the presented scenarios, case studies and exercises.
2. Value and apply both the TIPO and NPSC models appropriate to the situation.
3. Analyze and successfully adapt the NPSC strategies within cross-cultural environments

AF ICL: F1, F2, H2

JPMELA I: 6A, 6B, 6C

Deliverables and Evaluation:

1. Course Deliverable #1: Negotiation planning paper (10%) -- due at the beginning of class on ELA1 (27 Aug 2014)
2. Course Deliverable #2: Course Paper / Case Study / Book Analysis (Student choice); 35% -- oral product due ELA 11 (12 Nov 2014) and written product due COB ELA12 (19 Nov 2014)
3. Seminar application of course concepts in the negotiations / mediation exercises – 10%
4. Course Deliverable #3: Final Exam; 45% -- due COB ELA12 (19 Nov 2014)

Expanded information on Course Deliverable #1: Negotiation planning paper (10%). You will be given a short statement that outlines a certain stance on negotiations and / or conflict management. Your assignment is to respond to the tasking contained within the paper. The paper is 2-5 pages in length. Main emphasis is on examining your ability to compose clear, concisely written communications of your stance.

Expanded information on Course Deliverable #2: Book Analysis / Course Paper / Case Study. Choose one of three options. See descriptions below to help guide your decision.

Option #1. Book Analysis: A 7-9 page book analysis on one of the following titles (or suggesting one of your own). The book must be approved by course faculty.

1. Bazerman, Max H., and Margaret Ann Neale. *Negotiating Rationally*. New York: Free, 1993.
2. Crocker, C.A. et al. (Eds.), *Herding Cats, Multiparty Mediation in a Complex World*. Washington, DC: United States Institute of Peace Press, 2001
3. Camp, Jim. *No: the Only Negotiating System You Need for Work and Home*. New York: Crown Business, 2007.
4. Cialdini, Robert B. *Influence: Science and Practice*. Harlow: Pearson Education, 2008.
5. Corvette, Barbara A. Budjac. *Conflict Management: a Practical Guide to Developing Negotiation Strategies*. Upper Saddle River, NJ: Pearson Prentice Hall, 2007.
6. Cohen, Herb. *You Can Negotiate Anything*. Secaucus, N.J.: L. Stuart, 1980.
7. Fisher, Roger, and Daniel Shapiro. *Beyond Reason: Using Emotions as You Negotiate*. New York: Viking, 2005.
8. Howard, Nigel. *Confrontation Analysis: How to Win Operations Other than War*. Vienna, VA: Evidence Based Research, 1999.
9. Johnston, Peter D. *Negotiating with Giants: Get What You Want against the Odds*. Victoria, BC: Negotiation, 2008.
10. Kidder, Rushworth M. *How Good People Make Tough Choices*. New York: Morrow, 1995.
11. LaBrosse, Michelle A., and Linda Lansky. *Cheetah Negotiations: How to Get What You Want, Fast*. Carson City, NV: MAKLAF, 2005.
12. Salacuse, Jeswald W. *Making Global Deals: Negotiating in the International Marketplace*. Boston: Houghton Mifflin, 1991.
13. Snyder, Scott. *Negotiating on the Edge: North Korean Negotiating Behavior*. Washington, D.C.: United States Institute of Peace, 1999.

14. Starkey, Brigid, Mark A. Boyer, and Jonathan Wilkenfeld. *Negotiating a Complex World: an Introduction to International Negotiation*. Lanham, Md.: Rowman & Littlefield, 1999.
15. Ury, William. *Getting past No: Negotiating with Difficult People*. New York: Bantam, 1991.

Some considerations for structuring the book analysis might include:

- a. What is the author's credibility? Does the author write from research or experience? If it is research, what credentials does the author present and is the research sound? If it is experience, does the author offer multiple perspectives or only their own observations? Are they credible?
- b. Does the author present a new / different approach to negotiations than what is considered the classic US business standard (i.e. the Interest-Based Negotiations (IBN) model)? If so, is the presented approach superior? If so, how do you justify that conclusion? If not, what are the weaknesses in the presented approach when compared to the IBN approach (or other model, such as the TIPO / NPSC)?
- c. Most of the books are written from a business or diplomatic perspective. How well does the author's thesis "translate" to the military negotiating context? Is it necessary, but not sufficient? Why or why not? What is missing? What would you incorporate that is additive to the author's work as you consider negotiating in the military context?
- d. Would you have this book on your desk 10 years from now? Would you find it useful as a personal reference or as a reference to teach others how to be better negotiators (mentoring the next generation of leaders)? What is the rationale behind your recommendation or non-recommendation?
- e. Is the book focused or general? If it focuses on one aspect of negotiations, what is the strength of that focus and what might the focus be missing (dialectic)? If it is a general approach, what might it be glossing over or not addressing in correct proportion?

Book analysis resource: <http://www.au.af.mil/au/awc/awcgate/awc-thkg.htm#bookreview>

Options 2 and 3. Course Paper / Case Study

Course Paper or Case Study: a 7-9 page paper that assesses a negotiating situation or specific topic related to negotiating. The source materials for assessment framework(s) are contained in the course materials. Students may pick a framework of their choice (TIPO / NPSC, IBN, Zartman, etc.) and then assess a negotiations situation against the framework. The source of the negotiations situation may be personal experience, the observation of others in a negotiations process, or research of ongoing or recent negotiations. The *desired level* of the negotiations should be the operational level (senior staff function, group command or higher, or a deployed situation). The desired outcome is an analysis that helps answer the following:

- a. Describe the context (description of the negotiations as they occurred, description of the desired and actual outcome(s);
- b. An assessment of the negotiations against a selected framework. If the framework was followed, an assessment of the strengths and weaknesses of the framework;
- c. If no framework was followed, how might the application of a selected framework have increased the chances for success?

Expanded information on Course Deliverable #3: Final Examination. You will be presented a scenario involving the need to effectively negotiate. The task contained within the scenario is the requirement to assess the negotiating context, examine the possible negotiating strategies and then develop and defend a possible plan on how to successfully engage in the negotiation.

Course Texts:

1. Air Force General Counsel/Alternative Dispute Resolution Office (SAF/GCD). *Air Force Mediation Compendium*. Air Force /GCD. Pentagon, VA. 2004 (electronic resource: available at: <http://www.adr.af.mil/shared/media/document/AFD-121115-026.pdf>)
2. Breslin, J.W. and J.Z. Rubin (eds.). *Negotiation Theory and Practice*. The Harvard Program on Negotiations. Cambridge, MA. 1999.
 - a. ISBN-10: 1880711001
 - b. ISBN-13: 978-1880711002
3. Cialdini, Robert B. *Influence: Science and Practice*. Harlow: Pearson Education. NY, NY. 2008.
 - a. ISBN-10: 0205609996
 - b. ISBN-13: 978-0205609994
4. Cohen, Steve. *Negotiations for Managers*. McGraw-Hill Professional. NY, NY. 2002.
 - a. ISBN-10: 0071387579
 - b. ISBN-13: 978-0071387576
5. Cohen, Raymond. *Negotiating Across Cultures*. United States Institute of Peace. Washington, DC. 1997.
 - a. ISBN-10: 1878379720
 - b. ISBN-13: 978-1878379726
6. Eisen, Stefan Jr. *Practical Guide to Negotiating in the Military (2nd Edition)*. NCE Publication. Maxwell AFB, AL. 2011.
7. Lewicki, Roy J., Bruce Barry and David Saunders. *Essentials of Negotiation (4th Edition)*. McGraw-Hill Irwin. New York. 2007.
 - a. ISBN-10: 0073102768
 - b. ISBN-13: 978-0073102764

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ELA01: Conflict -- What's your preference on handling conflict? "Influence" and "Offer" games (27 Aug 2014)

The focus is on where, when, and why conflict occurs and its pervasive nature. Class discussion will examine interest, value, structural, worldview and other types of conflict. The focus is on the "bargaining" versus "negotiating" processes. The exercises provide insights into some of your (sometimes subconscious) expectations when solving problems.

Readings:

1. Eisen, Stefan Jr. Negotiation Preferences and Styles Chart (NPSC) exercise. Distributed via NCE CD-ROM. 2009.
2. Eisen, Stefan Jr. "The Influence" Exercise. (separate handout – 1 page)

3. Eisen, Stefan Jr. “The Offer” Exercise. (separate handout – 4 pages)
4. Lewicki, Roy J., Bruce Barry and David Saunders. *Essentials of Negotiation*. Chapter 1 (pp. 1-26)
5. Lewicki, Roy J., Bruce Barry and David Saunders. *Essentials of Negotiation*. Chapter 2 (pp. 27-57)

ELA02: General Terminology, Concepts, and Planning. “New Recruit” Exercise (03 Sep 2014)

The focus is on a basic framework (with the essential terms and concepts) needed to help you prepare and execute a tactical level negotiation. The framework and definitions are based in the business world, as is the exercise. This will serve as a departure point for follow-on discussions of what concepts might need modification when negotiating in the military context.

Readings:

1. Cohen, Steve. *Negotiations for Managers*. Chapter 3 (pp. 39-56)
2. Cohen, Steve. *Negotiations for Managers*. Chapter 4 (pp. 57-69)
3. Cohen, Steve. *Negotiations for Managers*. Chapter 5 (pp. 70-83)
4. Lewicki, Roy J., Bruce Barry and David Saunders. *Essentials of Negotiation*. Chapter 3 (pp. 58-84)
5. Lewicki, Roy J., Bruce Barry and David Saunders. *Essentials of Negotiation*. Chapter 4 (pp. 85-110)
6. Kellogg School of Management. *New Recruit Exercise*. (separate handout – 2 pages)

ELA03: TIPO and NPSC – Some Essential Rationale. “Pentagon Peer-plexer” Exercise (10 Sep 2014)

The reading is the development of models to assess (TIPO) and then select (NPSC) possible negotiating strategies for the military context, specifically the squadron commander and mid-level staff leader. The NPSC is essentially culture neutral, and serves as a contrast to the previously introduced business models. The exercise reflects elements of a negotiation in a military environment.

Readings:

1. Eisen, Stefan Jr. *Practical Guide to Negotiating in the Military* (2nd Edition). (separate handout – 52 pages)
2. Eisen, Stefan Jr. *The Negotiation Worksheet* (separate handout – 14 pages)
3. Eisen, Stefan Jr. *Pentagon Peer-plexer Exercise*. (separate handout – 5 pages)

ELA04: Power and Influence – some suggestions on “hard wired” ideas (17 Sep 2014)

In the previous session, TIPO and NPSC provide a range of options on how to negotiate. This lesson will examine if humans are “hard wired” to respond in certain ways to certain negotiating stimuli.

Readings:

1. Lewicki, Roy J., Bruce Barry and David Saunders. *Essentials of Negotiation*. Chapter 7 (pp. 149-166)
2. Cialdini, Robert B. *Influence: Science and Practice*. Chapter 1 (pp.1-17) and selected group readings (Chapters 2 through 8 will be spit up amongst the seminar)

ELA05: Multiparty Negotiations: What happens when the party for two becomes three or more? (24 Sep 2014)

So far in the elective, the focus has been on two people negotiating a situation. What dynamics might change when three or more people / parties are negotiating? This seminar examines the wrenches that might be thrown into the works. More is not always better.

Readings:

1. Lewicki, Roy J., Bruce Barry and David Saunders. *Essentials of Negotiation*. Chapter 8 (pp. 167-189)
2. Lewicki, Roy J., Bruce Barry and David Saunders. *Essentials of Negotiation*. Chapter 10 (pp. 208-228)
3. Breslin, J.W. and J.Z. Rubin (eds.). *Negotiation Theory and Practice*. Touval, Saadia. *Multilateral Negotiation: An Analytic Approach*. (pp 351-366)

ELA06: Negotiating in a Cross-Cultural Environment: Some Frameworks (01 Oct 2014)

Up to this point, the concepts and framework have been presented in a predominantly Western cultural perspective. This session develops frameworks for seeing how other cultures might approach negotiations and the challenges it presents the leader.

Readings:

1. Cohen, Raymond. Negotiating Across Cultures. Chapter 3. (pp. 25-42)
2. Cohen, Raymond. Negotiating Across Cultures. Chapter 4. (pp. 43-66)
3. Rife, Rickey L. Colonel, USA. *Defense Is From Mars State Is From Venus*, Army War College Paper, pp. 1-26. Available at:

http://www.au.af.mil/au/awc/awcgate/ndu/dod_from_mars_state_from_venus.doc

ELA07: Negotiating in a Deployed Environment. Alpha Beta Negotiations Exercise (08 Oct 2014)

In this seminar, the culture-general frameworks are applied at the tactical and operational level to the Middle East deployed environment. Readings are from deployed military leaders and their experiences. The simulation is an introductory negotiation to examine the impact of two dramatically different approaches to negotiations.

Readings:

1. Wunderle, William D. (LTC, USA). *Through the Lens of Cultural Awareness: A Primer for US Armed Forces Deploying to Arab and Middle Eastern Countries*. (pp. 23-51 electronic resource)
2. Donigian Aram, and Jeff Weiss. *A Failure to Engage. Current Negotiation Strategies and Approaches*. Military Review; May-June 2012. (pp 47-54 electronic resource)
3. Kellogg School of Management. *Alpha Beta Exercise*. (separate handout –2 pages)

ELA08: The Bega Exercise (22 Oct 2014)

This seminar will split you into 3-person teams as you tackle the challenges presented in the different primary and secondary cultures.

Readings:

1. Eisen, Stefan Jr. *Bega Exercise*. (CD-ROM handout)

2. Eisen, Stefan Jr. *AF Negotiations Worksheet Intro and Guide* (separate handout – 14 pages)

ELA09: Complex Cross Cultural Negotiations: The Torbango Exercise (27 Oct 2014)

Based on an actual incident, this simulation further develops the ability to assess the context and apply cross-cultural negotiating skills.

Readings:

1. Myers, Lynda and Stefan Eisen. *Torbango*. SAF/GCD and AF NCE developed simulation. 2009. (separate handout – 5 pages)
2. Myers, Linda and Stefan Eisen. *Torbango, US delegation confidential Instructions*. SAF/GCD and AF NCE developed simulation. 2009. (Separate handout – 5 pages)
3. Myers, Linda and Stefan Eisen. *Torbango. Torbangan delegation confidential Instructions*. SAF/GCD and AF NCE developed simulation. 2009. (Separate handout -- 5 pages)
4. Eisen, Stefan Jr. *AF Negotiations Worksheet Intro and Guide* (separate handout – 14 pages)

ELA10: Mediation—Facilitated Negotiations -- Southern Electric Exercise (29 Oct 2014)

Air Force leaders have a facilitative Alternative Dispute Resolution tool to help settle workplace disputes, especially when it involves civilian and / or contractor elements. This lesson develops the skill and the understanding of what base-level mediation services can do to serve the squadron commander.

Readings:

1. Air Force General Counsel/Alternative Dispute Resolution Office (SAF/GCD). *Air /GCD*. Pentagon, VA. 2004 (electronic resource – 126 pages).
2. Kellogg School of Management. *Southern Electric Exercise* (separate handout – 2 pages)

ELA11: In-Class presentation of the Course Paper / Case Study (12 Nov 2014)

Brief your seminar mates on the course paper, case study, or book analysis that you developed during this course. Power point and handouts are strictly optional. Presentation not to exceed 10 minutes (to include Q&A).

Readings: None

ELA12: Course Deliverable #3: Final Exam (19 Nov 2014)

The in-class open-book, open-notes examination will require you to take a scenario and, using the NPSC, and present a plan for the initial negotiations.